

IN THE CLAIMS:

What is claimed is:

1. (Currently amended) A method for generating business models for solving a selected business problem, the method comprising:

(a) describing a plurality of computer-simulateable business models, wherein a business model describes operations of businesses for solving the business problem, and
5 | wherein a business model has an associated operational performance model, comprising a financial model, and wherein business model descriptions comprise one or more computer-simulateable value propositions (VP) which describe output values provided by businesses,

(b) describing a business-model environment, wherein the business-model environment comprises a plurality of computer-simulateable customer models, wherein the
10 | customer models patronize the business models and the business models respond to the customer models' patronizing them by sending values to the customer models that patronize the business models,

(c) determining the operational performances of the businesses described by the plurality of business models by simulating (i) the plurality of business models, and (ii) the
15 | business-model environment, including simulating the customer models receiving values from the business models in response to the customer models patronizing the business models, and

(d) generating a next plurality of business models from the simulated plurality of business models by performing an evolutionary method directly on the business models,
20 | including (i) determining business-model fitness in dependence on the operational business-model performances including financial performances, (ii) selecting one or more business models in dependence on their fitness, and (iii) transforming the selected business models into new business models by applying one or more genetic operators directly to the business models, wherein the new business models incorporate elements of the selected business
25 | models.

2. (Previously presented) The method of claim 1, further comprising repeating one or more times (c) and (d), wherein each repeat of (c) simulates the plurality of business models resulting from the previous iteration of (d).
3. (Previously presented) The method of claim 1 wherein the business models are elements in a space of business models for solving the business problem.
4. (Previously presented) The method of claim 1 wherein at least two business models interact, and wherein (c) further comprises simulating interactions between business models.
5. (Previously presented) The method of claim 1 wherein the genetic operators comprise a cross-over operator which transforms at least two parent business models into at least one new business model by combining characteristics of both parent business models into the characteristics of the at least one new business model.
6. (Previously presented) The method of claim 1 wherein the genetic operators comprise a mutation operator which transforms a parent business model into a new business model by modifying a characteristic of the parent business model.
7. (Previously presented) The method of claim 1 wherein the business models comprise parameter data specifying characteristics of the business operations described by the business models.
8. (Cancelled)
9. (Previously presented) The method of claim 1 wherein VPs comprise descriptions of at least one of: the natures of one or more goods or services provided, qualities of the goods or services, customers for goods and services, or relations with other business models, and marketing to customers or business models.

10. (Previously presented) The method of claim 1 wherein business model descriptions comprises one or more computer-simulateable operational approaches (OA) which describe inputs to businesses and transformations of inputs to output values by businesses.

11. (Previously presented) The method of claim 10 wherein the OAs comprise descriptions of at least one of: inputs needed for the goods or services provided, or technology employed to produce the goods or services, and capital and labor needed for production.

12. (Previously presented) The method of claim 1 wherein business model descriptions comprises one or more computer-simulateable revenue mechanisms (RM) which describe pricing and cost models by which businesses acquire revenues.

13. (Previously presented) The method of claim 12 wherein the RMs comprise descriptions of at least one of: a margin or an amount per transaction, a margin or an amount per unit time, a margin or an amount per unit volume, a transaction pricing mechanism, a subscription pricing mechanism, a flat rate pricing mechanism, and a membership fee pricing mechanism.

14. (Previously presented) The method of claim 1 wherein business models comprise descriptions of at least one of: one or more inputs to a business, one or more values output from a business, one or more transformations of inputs into output values by a business, labor and capital required for a business, and one or more pricing models for a business.

15. (Currently amended) A method for generating business models for solving a selected business problem comprising:

(a) describing a plurality of computer-simulateable building blocks, wherein the building blocks comprise one or more business elements of the business problem, and
5 wherein the building blocks further comprise (i) one or more computer-simulateable value proposition (VP) building blocks which describe output values provided by businesses, (ii)

one or more computer-simulateable operational approach (OA) building blocks which describe inputs to businesses and transformations of inputs to output values by businesses, and (iii) one or more computer-simulateable revenue mechanism (RM) building blocks
10 which describe pricing and cost models by which businesses acquire revenues,

(b) generating an initial plurality of business models, wherein a business model describes operations of businesses for solving the business problem, and wherein a business model comprises a plurality of building blocks and an associated operational performance
15 model comprising a financial model,

(c) describing a business-model environment, wherein the business-model environment comprises a plurality of computer-simulateable customer models, wherein the customer models patronize the business models and the business models respond to the customer models' patronizing them by sending values to the customer models that patronize the business models,

20 (d) determining the operational performances of the businesses described by the plurality of business models by simulating the plurality of business models and by simulating the environment, including simulating the customer models receiving values from the business models in response to the customer models patronizing the business models, and

25 (e) generating a next plurality of business models from the simulated plurality of business models by performing an evolutionary method directly on the business models, wherein the evolutionary method uses a fitness dependent on the operational business-model performances including financial performances, and applies genetic operators directly to the building-blocks of business models, and

30 (f) repeating one or more times (d) and (e), wherein each repeat of (d) simulates that plurality of business models resulting from the previous iteration of (e).

16. (Previously presented) The method of claim 15 wherein the business models constructed from the building blocks forms a space of business models for solving the business problem.

17. (Previously presented) The method of claim 15 wherein each business element comprises a description of at least one of: an input to a business, a value output from a business, a transformation employed by a business, and a consideration received by a business for an output value.

18. (Cancelled)

19. (Previously presented) The method of claim 15 wherein the customer models include descriptions of customer behaviors, wherein the behaviors comprise patronizing a business model.

20. (Previously presented) The method of claim 19 wherein the customer models descriptions of customer behaviors, wherein the behaviors further comprise choosing a business model to patronize and being idle.

21. (Currently amended) The method of claim 15 wherein the evolutionary method comprises: determining business-model fitness in dependence on the operational business-model model performances including financial performances, selecting one or more business models in dependence on their fitness, and transforming the selected business models into new business models by applying one or more genetic operators directly to the business models, wherein the new business models incorporate elements of the selected business models.

22. (Previously presented) The method of claim 21 wherein the genetic operators comprise a cross-over operator which transforms at least two parent business models into at least one

new business model by selecting building blocks from both parent business models to be the building blocks of the at least one new business model.

23. (Previously presented) The method of claim 21 wherein the genetic operators comprise a mutation operator which transforms a parent business model into a new business model by modifying a characteristic of a building block of the parent business model.

24. (Previously presented) The method of claim 15 wherein each building block describes at least one of: one or more inputs to a business, one of more values output from a business, one or more transformations of inputs into output values by a business, one or more pricing models for a business, and one or more performances of a business.

25. (Previously presented) The method of claim 15 wherein VP building blocks comprise business elements describing at least one of: the natures of one or more goods or services provided, qualities of the goods or services, customers for goods and services, or relations with other business models, and marketing to customers or business models.

26. (Previously presented) The method of claim 15 wherein the OA building blocks comprise business elements describing at least one of: inputs needed for goods or services provided, technology employed to produce the goods or services, and capital and labor needed for production.

27. (Previously presented) The method of claim 15 wherein the RM building blocks comprise business elements describing at least one of: a margin or an amount per transaction, or a margin or an amount per unit time, a margin or an amount per unit volume, a transaction pricing mechanism, a subscription pricing mechanism, a flat rate pricing
5 mechanism, and a membership fee pricing mechanism.

28. (Cancelled).

29. (Cancelled)

30. (Cancelled)

31. (Cancelled)

32. (Cancelled)

33. (Cancelled)

34. (Currently amended) A method for generating business models for solving a selected business problem, the method comprising:

(a) describing a plurality of computer-simulateable building blocks, wherein the building blocks include one or more business elements of the business problem and further
5 comprise (i) one or more computer-simulateable value proposition (VP) building blocks which describe output values provided by businesses by comprising information describing at least one of: the natures of one or more goods or services provided, or qualities of the goods or services, or customers for goods and services, or relations with other business models, and marketing to customers or business models, (ii) one or more computer-
10 simulateable operational approach (OA) building blocks which describe inputs to businesses and transformations of inputs to output values by businesses by comprising information describing at least one of inputs needed for goods or services provided, or technology employed to produce the goods or services, and capital and labor needed for production, and (iii) one or more computer-simulateable revenue mechanism (RM) building blocks which
15 describe pricing and cost models by which businesses acquire revenues by comprising information describing at least one of a margin or an amount per transaction, a margin or an amount per unit time, a margin or an amount per unit volume, transaction pricing mechanism, a subscription pricing mechanism, a flat rate pricing mechanism, and a membership fee pricing mechanism,

20 (b) generating an initial plurality of business models, wherein a business model describes operations of businesses for solving the business problem, and wherein a business model comprises a plurality of building blocks and an associated operational performance model comprising a financial model,

(c) describing a business-model environment, wherein the business-model
25 environment comprises a plurality of computer-simulateable customer models, wherein the customer models patronize the business models and the business models respond to the customer models' patronizing them by sending values to the customer models that patronize the business models,

(d) determining the operational performances of the businesses described by the
30 plurality of business models by simulating the plurality of business models and by simulating the environment, including simulating the customer models receiving values from the business models in response to the customer models patronizing the business models, and

(e) generating a next plurality of business models from the simulated plurality of
35 business models by performing an evolutionary method directly on the business models, wherein the evolutionary method uses a fitness dependent on the operational business-model performances including financial performances, and applies genetic operators directly to the building-blocks of business models, and

(f) repeating one or more times (d) and (e), wherein each repeat of (d) simulates that
40 plurality of business models resulting from the previous iteration of (e).

35. (Currently amended) A method for generating business models for solving a selected business problem, the method comprising:

(a) describing a plurality of computer-simulateable building blocks, wherein the building blocks include one or more business elements of the business problem and further
5 comprise (i) one or more computer-simulateable value proposition (VP) building blocks which describe output values provided by businesses by comprising information describing

at least one of: the natures of one or more goods or services provided, qualities of the goods or services, customers for goods and services, relations with other business models, and marketing to customers or business models, (ii) one or more computer-simulateable
10 operational approach (OA) building blocks which describe inputs to businesses and transformations of inputs to output values by businesses by comprising information describing at least one of: inputs needed for goods or services provided, technology employed to produce the goods or services, and capital and labor needed for production, and
15 (iii) one or more computer-simulateable revenue mechanism (RM) building blocks which describe pricing and cost models by which businesses acquire revenues by comprising information describing at least one of: a margin or an amount per transaction, a margin or an amount per unit time, a margin or an amount per unit volume, a transaction pricing mechanism, a subscription pricing mechanism, a flat rate pricing mechanism, and a membership fee pricing mechanism,

20 (b) describing a business-model environment, wherein the business-model environment comprises a plurality of computer-simulateable customer models, wherein the customer models patronize the business models and the business models respond to the customer models' patronizing them by sending values to the customer models that patronize the business models, generating an initial plurality of business models, wherein a business
25 model describes operations of businesses for solving the business problem, and wherein a business model comprises a plurality of building blocks and an associated operational performance model comprising a financial model,

(c) determining the operational performances of the businesses described by the plurality of business models by (i) simulating the plurality of business models and (ii)
30 simulating the environment, including simulating the customer models receiving values from the business models in response to the customer models patronizing the business models, and

(d) generating a next plurality of business models from the simulated plurality of business models by performing an evolutionary method directly on the business models,
35 wherein the evolutionary method uses a fitness dependent on the operational business-model

performances including financial performances, and applies genetic operators directly to the building-blocks of business models, and

(e) repeating one or more times (c) and (d), wherein each repeat of (c) simulates that plurality of business models resulting from the previous iteration of (d).

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36. (Cancelled)

37. (Cancelled)

38. (Currently amended) Computer executable software instructions stored on a computer readable medium, the software instructions for causing a computer to:

(a) characterize a plurality of computer-simulateable building blocks, wherein the building blocks comprise one or more business elements of the business problem, and
5 wherein the building blocks further comprise (i) one or more computer-simulateable value proposition (VP) building blocks which describe output values provided by businesses, (ii) one or more computer-simulateable operational approach (OA) building blocks which describe inputs to businesses and transformations of inputs to output values by businesses, and (iii) one or more computer-simulateable revenue mechanism (RM) building blocks
10 which describe pricing and cost models by which businesses acquire revenues,

(b) generate an initial plurality of business models, wherein a business model describes operations of businesses for solving the business problem, and wherein a business model comprises a plurality of building blocks and an associated operational performance
model comprising a financial model,

15 (c) describing a business-model environment, wherein the business-model environment comprises a plurality of computer-simulateable customer models, wherein the customer models patronize the business models and the business models respond to the customer models' patronizing them by sending values to the customer models that patronize the business models,

20 (d) determine the operational performances of the businesses described by the plurality of business models by simulating the plurality of business models and by simulating the environment, including simulating the customer models receiving values from the business models in response to the customer models patronizing the business models, and

25 (e) generate a next plurality of business models from the simulated plurality of business models by performing an evolutionary method directly on the business models, wherein the evolutionary method uses a fitness dependent on the operational business-model performances including financial performances, and applies genetic operators directly to the building-blocks of business models, and

30 (f) repeating one or more times (d) and (e), wherein each repeat of (d) simulates that plurality of business models resulting from the previous iteration of (e).

39. (Currently amended) Computer executable software instructions stored on a computer readable medium, the software instructions for causing a computer:

(a) characterize a plurality of computer-simulateable building blocks, wherein the building blocks include one or more business elements of the business problem and further
5 comprise (i) one or more computer-simulateable value proposition (VP) building blocks which describe output values provided by businesses by comprising information describing at least one of: the natures of one or more goods or services provided, qualities of the goods or services, customers for goods and services, relations with other business models, and marketing to customers or business models, (ii) one or more computer-simulateable
10 operational approach (OA) building blocks which describe inputs to businesses and transformations of inputs to output values by businesses by comprising information describing at least one of: inputs needed for goods or services provided, technology employed to produce the goods or services, and capital and labor needed for production, and
(iii) one or more computer-simulateable revenue mechanism (RM) building blocks which
15 describe pricing and cost models by which businesses acquire revenues by comprising

information describing at least one of a margin or an amount per transaction, a margin or an amount per unit time, a margin or an amount per unit volume, a transaction pricing mechanism, a subscription pricing mechanism, a flat rate pricing mechanism, and a membership fee pricing mechanism,

20 (b) describe a business-model environment, wherein the business-model environment comprises a plurality of computer-simulateable customer models, wherein the customer models patronize the business models and the business models respond to the customer models' patronizing them by sending values to the customer models that patronize the business models, generating an initial plurality of business models, wherein a business
25 model describes operations of businesses for solving the business problem, and wherein a business model comprises a plurality of building blocks and an associated operational performance model comprising a financial model,

(c) determine the operational performances of the businesses described by the plurality of business models by (i) simulating the plurality of business models and (ii)
30 simulating the environment, including simulating the customer models receiving values from the business models in response to the customer models patronizing the business models, and

(d) generate a next plurality of business models from the simulated plurality of business models by performing an evolutionary method directly on the business models,
35 wherein the evolutionary method uses a fitness dependent on the operational business-model performances including financial performances, and applies genetic operators directly to the building-blocks of business models, and

(e) repeating one or more times (c) and (d), wherein each repeat of (c) simulates that plurality of business models resulting from the previous iteration of (d).

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40. (Cancelled)

41. (Cancelled)

42. (Cancelled)

43. (Cancelled)

44. (New) A method for choosing a business model to solve a selected business problem, the method comprising:

(a) describing a plurality of computer-evolvable business models, each describing operations of a business for solving said business problem and having an ability to respond to a customer model patronizing it by sending at least one value to the said customer model;

(b) describing a business-model environment comprising a business ecosystem containing said plurality of evolvable business models and at least one customer model having an ability to choose to patronize one or more of said evolvable business models in the business ecosystem, based at least in part upon characteristics of the said evolvable business models;

(c) determining an operational performance of each said evolvable business model in the business ecosystem containing said plurality of evolvable business models by simulating (i) the said plurality of evolvable business models, (ii) the said at least one customer model, and (iii) one or more interactions between evolvable business models and customer models in which at least one of said customer models chooses to patronize at least one of said evolvable business models in the business ecosystem, based at least in part upon characteristics of the said evolvable business models, and at least one of said patronized evolvable business models responds by sending at least one value to the said at least one customer model;

(d) generating a next plurality of evolvable business models from the said plurality of evolvable business models by performing an evolutionary method including

(i) for at least one of said evolvable business models, determining said model's fitness based at least in part upon the operational performance of the said evolvable business model in the business ecosystem containing said plurality of evolvable business models,

25 (ii) selecting at least one of said evolvable business models based at least in part upon the said at least one model's determined fitness, and

(iii) transforming the at least one selected evolvable business model into new evolvable business models incorporating at least one element of said at least one selected evolvable business model, by applying at least one genetic operator;

30 (e) repeating steps (c) and (d) at least one time, each said repetition of step (c) simulating the plurality of evolvable business models resulting from the previous repetition of step (d); and

(f) choosing the business model for solving the selected business problem based at least in part upon the determined fitness of the said business model.

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45. (New) The method of claim 44, wherein an evolvable business model comprises at least one building block.

46. (New) The method of claim 45, wherein the said at least one building block is chosen from a group consisting of:

at least one value proposition building block, each said value proposition building block comprising a description of at least one of: natures of one or more goods or services provided, qualities of the said goods or services provided, customers for said goods and
5 services provided, relations with other business models, and marketing to customers or business models;

at least one operational approach building block, each said operational approach building block comprising a description of at least one of: inputs needed for one or more

10 goods or services provided, technology employed to produce said goods or services
provided, and capital and labor needed to produce said goods or services provided; and
at least one revenue mechanism building block, each said revenue mechanism
building block comprising a description of at least one of: a margin or an amount per
transaction, a margin or an amount per unit time, a margin or an amount per unit volume, a
15 transaction pricing mechanism, a subscription pricing mechanism, a flat rate pricing
mechanism, and a membership fee pricing mechanism.

47. (New) The method of claim 44, wherein each evolvable business model has associated
with it a performance model.

48. (New) The method of claim 47, wherein the said performance model comprises a
financial model.

49. (New) The method of claim 48, wherein the said financial model determines at least
one of revenue, profit, market share and market capitalization.

50. (New) The method of claim 44, wherein the business ecosystem further comprises at
least one supplier model which has the ability to interact with at least one of said plurality of
evolvable business models, and wherein determining an operational performance of an
evolvable business model further comprises simulating the said at least one supplier model,
5 and one or more interactions between evolvable business models, supplier models and/or
customer models.

51. (New) The method of claim 44, wherein said at least one genetic operator comprises a
cross-over operator which transforms at least two parent evolvable business models into at

least one new evolvable business model by combining characteristics of both parent business models into characteristics of the at least one new evolvable business model.

52. (New) The method of claim 44, wherein said at least one genetic operator comprises a mutation operator which transforms a parent evolvable business model into a new evolvable business model by modifying a characteristic of the parent business model.

53. (New) The method of claim 44, wherein an evolvable business model comprises a description of at least one of inputs to a business, values output from the said business, transformations of inputs into said business to values output from said business at least in part by the use of capital and labor, and at least one pricing model for said business.

54. (New) A method for choosing a business model to solve a selected business problem, the method comprising:

(a) describing a plurality of computer-evolvable business models, each describing operations of a business for solving said business problem, each having an ability to respond to a customer model patronizing it by sending at least one value to the said customer model, each having associated with it a performance model comprising a financial model which has the ability to determine at least one of revenue, profit, market share and market capitalization, and each comprising at least one building block chosen from a group consisting of value proposition building blocks, operational approach building blocks, and revenue mechanism building blocks;

(b) describing a business-model environment comprising a business ecosystem containing said plurality of evolvable business models, at least one supplier model having an ability to interact with at least one of said plurality of evolvable business models, and at least one customer model having an ability to choose to patronize one or more of said evolvable business models in the business ecosystem, based at least in part upon characteristics of the said evolvable business models;

(c) determining an operational performance of each said evolvable business model in the business ecosystem containing said plurality of evolvable business models by simulating (i) the said plurality of evolvable business models, (ii) the said at least one supplier model, 20 (iii) the said at least one customer model, and (iv) one or more interactions between evolvable business models, supplier models and/or customer models in which at least one of said customer models chooses to patronize at least one of said evolvable business models in the business ecosystem, based at least in part upon characteristics of the said evolvable business models, and at least one of said patronized evolvable business models responds by 25 sending at least one value to the said at least one customer model;

(d) generating a next plurality of evolvable business models from the said plurality of evolvable business models by performing an evolutionary method including

(i) for at least one of said evolvable business models, determining said model's fitness based at least in part upon the operational performance of the said evolvable business 30 model in the business ecosystem containing said plurality of evolvable business models,

(ii) selecting at least one of said evolvable business models based at least in part upon the said at least one model's determined fitness, and

(iii) transforming the at least one selected evolvable business model into new evolvable business models incorporating at least one element of said at least one selected 35 evolvable business model, by applying at least one genetic operator comprising a cross-over operator which transforms at least two parent evolvable business models into at least one new evolvable business model by combining characteristics of both parent business models into characteristics of the at least one new evolvable business model, and/or comprising a mutation operator which transforms a parent evolvable business model into a new evolvable 40 business model by modifying a characteristic of the parent business model;

(e) repeating steps (c) and (d) at least one time, each said repetition of step (c) simulating the plurality of evolvable business models resulting from the previous repetition of step (d), and

(f) choosing the business model for solving the selected business problem based at
45 least in part upon the determined fitness of the said business model.

55. (New) A computer-readable medium having computer-readable signals stored thereon
that define instructions which, as a result of being executed in a computer system having a
user interface including a display and an input device, instruct the computer system to
perform a method for choosing a business model to solve a selected business problem, the
5 method comprising:

(a) describing a plurality of computer-evolvable business models, each describing
operations of a business for solving said business problem and having an ability to respond
to a customer model patronizing it by sending at least one value to the said customer model;

(b) describing a business-model environment comprising a business ecosystem
10 containing said plurality of evolvable business models and at least one customer model
having an ability to choose to patronize one or more of said evolvable business models in
the business ecosystem, based at least in part upon characteristics of the said evolvable
business models;

(c) determining an operational performance of each said evolvable business model in
15 the business ecosystem containing said plurality of evolvable business models by simulating
(i) the said plurality of evolvable business models, (ii) the said at least one customer model,
and (iii) one or more interactions between evolvable business models and customer models
in which at least one of said customer models chooses to patronize at least one of said
evolvable business models in the business ecosystem, based at least in part upon
20 characteristics of the said evolvable business models, and at least one of said patronized
evolvable business models responds by sending at least one value to the said at least one
customer model;

(d) generating a next plurality of evolvable business models from the said plurality of
evolvable business models by performing an evolutionary method including

- 25 (i) for at least one of said evolvable business models, determining said model's fitness based at least in part upon the operational performance of the said evolvable business model in the business ecosystem containing said plurality of evolvable business models,
- (ii) selecting at least one of said evolvable business models based at least in part upon the said at least one model's determined fitness, and
- 30 (iii) transforming the at least one selected evolvable business model into new evolvable business models incorporating at least one element of said at least one selected evolvable business model, by applying at least one genetic operator;
- (e) repeating steps (c) and (d) at least one time, each said repetition of step (c) simulating the plurality of evolvable business models resulting from the previous repetition
- 35 of step (d); and
- (f) choosing the business model for solving the selected business problem based at least in part upon the determined fitness of the said business model.

56. (New) A computer-readable medium according to claim 55, wherein an evolvable business model comprises at least one building block.

57. (New) A computer-readable medium according to 56, wherein the said at least one building block is chosen from a group consisting of:

at least one value proposition building block, each said value proposition building block comprising a description of at least one of: natures of one or more goods or services provided, qualities of the said goods or services provided, customers for said goods and

5 services provided, relations with other business models, and marketing to customers or business models;

at least one operational approach building block, each said operational approach building block comprising a description of at least one of: inputs needed for one or more

10 goods or services provided, technology employed to produce said goods or services
provided, and capital and labor needed to produce said goods or services provided; and
at least one revenue mechanism building block, each said revenue mechanism
building block comprising a description of at least one of: a margin or an amount per
transaction, a margin or an amount per unit time, a margin or an amount per unit volume, a
15 transaction pricing mechanism, a subscription pricing mechanism, a flat rate pricing
mechanism, and a membership fee pricing mechanism.

58. (New) A computer-readable medium according to claim 55, wherein each evolvable
business model has associated with it a performance model.

59. (New) A computer-readable medium according to claim 58, wherein the said
performance model comprises a financial model.

60. (New) A computer-readable medium according to claim 59, wherein the said financial
model determines at least one of revenue, profit, market share and market capitalization.

61. (New) A computer-readable medium according to claim 55, wherein the business
ecosystem further comprises at least one supplier model which has the ability to interact
with at least one of said plurality of evolvable business models, and wherein determining an
operational performance of an evolvable business model further comprises simulating the
said at least one supplier model, and one or more interactions between evolvable business
5 models, supplier models and/or customer models.

62. (New) A computer-readable medium according to claim 55, wherein said at least one
genetic operator comprises a cross-over operator which transforms at least two parent

evolvable business models into at least one new evolvable business model by combining characteristics of both parent business models into characteristics of the at least one new evolvable business model.

63. (New) A computer-readable medium according to claim 55, wherein said at least one genetic operator comprises a mutation operator which transforms a parent evolvable business model into a new evolvable business model by modifying a characteristic of the parent business model.

64. (New) A computer-readable medium according to claim 55, wherein an evolvable business model comprises a description of at least one of inputs to a business, values output from the said business, transformations of inputs into said business to values output from said business at least in part by the use of capital and labor, and at least one pricing model for said business.

65. (New) A computer-readable medium having computer-readable signals stored thereon that define instructions which, as a result of being executed in a computer system having a user interface including a display and an input device, instruct the computer system to perform a method for choosing a business model to solve a selected business problem, the method comprising:

(a) describing a plurality of computer-evolvable business models, each describing operations of a business for solving said business problem, each having an ability to respond to a customer model patronizing it by sending at least one value to the said customer model, each having associated with it a performance model comprising a financial model which has the ability to determine at least one of revenue, profit, market share and market capitalization, and each comprising at least one building block chosen from a group consisting of value proposition building blocks, operational approach building blocks, and revenue mechanism building blocks;

(b) describing a business-model environment comprising a business ecosystem
15 containing said plurality of evolvable business models, at least one supplier model having an ability to interact with at least one of said plurality of evolvable business models, and at least one customer model having an ability to choose to patronize one or more of said evolvable business models in the business ecosystem, based at least in part upon characteristics of the said evolvable business models;

20 (c) determining an operational performance of each said evolvable business model in the business ecosystem containing said plurality of evolvable business models by simulating (i) the said plurality of evolvable business models, (ii) the said at least one supplier model, (iii) the said at least one customer model, and (iv) one or more interactions between evolvable business models, supplier models and/or customer models in which at least one of
25 said customer models chooses to patronize at least one of said evolvable business models in the business ecosystem, based at least in part upon characteristics of the said evolvable business models, and at least one of said patronized evolvable business models responds by sending at least one value to the said at least one customer model;

(d) generating a next plurality of evolvable business models from the said plurality of
30 evolvable business models by performing an evolutionary method including

(i) for at least one of said evolvable business models, determining said model's fitness based at least in part upon the operational performance of the said evolvable business model in the business ecosystem containing said plurality of evolvable business models,

(ii) selecting at least one of said evolvable business models based at least in part
35 upon the said at least one model's determined fitness, and

(iii) transforming the at least one selected evolvable business model into new evolvable business models incorporating at least one element of said at least one selected evolvable business model, by applying at least one genetic operator comprising a cross-over operator which transforms at least two parent evolvable business models into at least one
40 new evolvable business model by combining characteristics of both parent business models into characteristics of the at least one new evolvable business model, and/or comprising a

mutation operator which transforms a parent evolvable business model into a new evolvable business model by modifying a characteristic of the parent business model;

(e) repeating steps (c) and (d) at least one time, each said repetition of step (c)
45 simulating the plurality of evolvable business models resulting from the previous repetition of step (d), and

(f) choosing the business model for solving the selected business problem based at least in part upon the determined fitness of the said business model.